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DDI NEWSLETTER

1 JUNE 1984

In Search of Excellence

Several days before the DCI's "Excellence" speech in the auditorium on March 16, I asked each Office and Staff to submit its suggestions for improvements that we might make on our own within the Directorate of Intelligence. I also met with the Directorate's Management Advisory Group and asked them to consult widely within the Directorate and provide me a paper with suggestions for improving the working environment in the Agency.

Once the Director had given his speech and announced his decisions, I asked [] Persian Gulf Division Chief in NESAs, to team up with several others in the Directorate representing different skills and levels and sort out from the many suggestions from the Offices those measures we could or should implement. The group included [] a branch chief in ALA; [] an analyst from EURA; [] an OSWR secretary and [] from PMS.

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Now that I have the [] Committee report, the MAG report, and the Director's guidelines, I would like to set forth in one place changes in policy and approach to reduce bureaucratic barriers to excellence, to recognize excellence of performance, and to foster imagination, creativity, and better management at all levels.

I. Recognition and Reward

The DCI has delegated to me the authority to approve quality step increases, cash awards up to [] and awards up to and including the Career Intelligence Medal. In the past, recognition for an excellent performance has been too infrequent, given to too few people, and too long delayed.

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- To recognize and reward more deserving people in the Directorate, I am delegating authority to Office Directors and Staff Chiefs to make cash awards up to [] Because there is not a significant amount of money remaining for FY-84, these awards will be reviewed until the end of this fiscal year by the ADDI to insure that no office is taking a disproportionate amount of available funds. Beginning on 1 October, 80% of our

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award funds will be distributed to the Offices and Staffs proportionately according to their size. The Office Director will then be able unilaterally to make awards up to [] I strongly encourage Office Directors to provide recognition for excellence to the large number of people in this Directorate who deserve it.

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- Offices may nominate and I will approve, based on recommendation of the Career Service Board, awards in the amount of [] as well as other awards including the Career Intelligence Medal. I will personally also select recipients of such awards.
- I welcome recommendations from Office Directors for quality step increases for sustained excellence and performance.
- I urge managers at the Office and Division level to bear in mind the range of non-cash awards that serve to focus attention and grant recognition for outstanding performance, for example, the Meritorious Unit Citation for a group of people who have excelled.
- With a little creativity and imagination, there are other ways to give recognition and special thanks for work well done. For example, inviting a secretary, IA, or support officer to join in a recruiting trip or in a conference seems to me perfectly legitimate. There must be other ways we can identify to recognize excellence. The point is that managers at all levels every day need to be on the look out for ways to reward particularly outstanding achievement and to show appreciation to the large number of people in this Directorate who are responsible for our performance and good reputation.

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II. Reducing Bureaucracy/Delegating Downward

- The Director has delegated approval of SIS-1 and 2 assignments to me. Once I have approved them verbally, the only required paperwork will be the personnel action.
- From now on, we will issue Directorate-wide notices for SIS-01/2 vacancies.
- Annual Work Plans henceforth are optional.
- Career panels will no longer require separate documentation for promotion recommendations.
- Time-in-grade guidelines for promotion will continue to be waived selectively to reward excellence in performance.

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- Two notebooks containing all Vacancy Notices for the Directorate and all Agency-wide notices will be placed in the Library.
- The monthly report on production statistics required for the Product Evaluation Staff is eliminated effective immediately.
- The annual requirement to prepare the Senior Officer Development Plan is eliminated. 25X1
- As set forth in Headquarters Notice [] of 11 May, office directors are authorized to spend up to [] for supplies and equipment. 25X1
- Authority to determine whether academic courses, conferences or seminars meet the two year training and education requirement I established henceforth will rest with the branch chief rather than the office director. Each office should provide the branch chiefs with guidelines to appropriate standards.
- Approval of Agency-sponsored attendance at professional conferences is delegated to the Office Directors. Offices must keep a record of such approvals. Participation in panels, presentation of papers and other such involvement in conference programs must still be approved by the ADDI.
- Authority to approve participation in Agency non-quota training courses (such as language courses) will reside with the branch chief. The branch chief also will now have the authority to give Directorate approval for Agency sponsored academic course work, although OTE approval must still be obtained.
- The requirement for reporting on the quarterly review of destruction of files is eliminated, but I urge everyone to try to reduce files, if for no other reason than to give us a little more space.
- Office directors are encouraged to be more aggressive and creative about training opportunities for secretaries and intelligence assistants. Directorate of Intelligence authority to approve non-CIA training opportunities or non-quota CIA training courses will rest with the office directors.
- From now on, secretaries will be included in all Directorate teams for recruiting secretaries and clericals; we will encourage the Office of Personnel to follow suit.

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- Henceforth, this Directorate will seek to place secretaries as appropriate at the division level and above in the the Professional Woman's Course; we will sponsor secretaries at the Office level and above for the Urban Awareness Course.
- Analysts and analyst support officers may be promoted up to GS-11 at any time during the year. Such promotions will be contingent on available headroom and overall office average grade level. Career Service Panels will continue to evaluate and rank all analysts at each grade level at least semi-annually.
- The Director has abolished the eight-hour donation rule on directed overtime for GS-12 through GS-15 employees. No DI professional should expect compensation for all after hours work; the nature of our business often calls for extra effort in the timely completion of assigned work or in responding to fast moving events that should be viewed as a natural result of our professional obligations. Directed overtime applies to those instances -- such as weekend duty, task forces, short-fuse papers -- whereby the demands on employee time go beyond the norm for DI professionals. Authority to approve overtime resides within the individual Offices or Staffs.
- Shorthand is abolished as a blanket prerequisite for senior secretarial assignments, but those with shorthand and other specialized skills will obviously be more competitive.
- New analysts now participate in the New Analyst Course for a six week orientation to CIA and the DI. A new employee orientation checklist will be developed for all other new DI people. Each office also should appoint a "mentor" for each new employee to ease adjustment to and integration into the DI.

III. The Review Process

There is probably no aspect of this directorate's work that is as great a symbol of bureaucracy, management overreaction to the next higher level and the difficulty of carrying out analysts' substantive responsibilities than product review. I say symbolic because these obstacles are often far greater in myth than in reality. Many analysts have had complex papers sail through this process virtually untouched in a very short time. Moreover, as I explained in my last newsletter, the review process has many purposes, only one of which is to critique the work of the analyst.

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The symbolism is both positive and negative. On the positive side, the review process is a manifestation of the priority we attach to the substance of our work from the most senior people in the directorate to the most junior. It also, for all of the aggravation, is the means by which the substantive view of a single individual becomes the position of a powerful institution with all of the support that suggests. On the negative side, some analysts regard it as an expression of a lack of confidence but most importantly simply as a grueling and draining experience.

I believe that it is my duty and obligation to review the substantive product in draft. It is, for me, at the heart of the effort to focus our energies on the substantive product and to improve the quality of our work. That said, I am prepared to take some steps in an effort to ease the perceived burden. To this end:

- Henceforth, I will review only the key judgments or executive summaries of all Research Papers and Technical Information Reports. Typescripts prepared for consumers at the deputy assistant secretary level and below may be disseminated on the approval of the office director. I will continue to review the full text of Intelligence Assessments and typescripts for higher level customers. Even though I will continue to look at all IAs, I will read them in depth more selectively. (This new approach implies no derogation of RPs or TIRs; just recognition that they often are not directly policy oriented nor addressed to the senior policy level.)
- Within the offices, I strongly encourage experimentation with alternative approaches to the review process. Two such approaches are as follows:
 - One approach would be for the division chief, if he or she decides a paper is essentially sound, to assemble a panel comprising one representative of each review layer in the office (the branch chief, the division chief, the office director or deputy, and perhaps one or two others with something special to contribute). Members would all have read the paper carefully, making marginal comments and suggestions. The panel would then meet with the analyst to discuss important points and return to the analyst at that time their copies of the paper with editorial and other suggestions. The next version of the paper would then go simultaneously to the branch and division chiefs and, if they approve, directly to me with a drop copy to the office director. The objective would be to reduce the amount of time involved in the review process, to put all of the reviewers in the office in the room

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at the same time so that an analyst is not, as I described in the last newsletter, driven from pillar to post trying to satisfy contradictory guidance.

- Another approach would be to have comments on strong papers sent up the line on the same copy of the draft so that reviewers through the office director will be able to see, review and comment not only on the draft but on other reviewers' comments. Papers could then return to the analyst just one time for revision before coming to me. The objective would be to review conflicts among different reviewers and force the chain of command to resolve such conflicts without the analyst having to try to satisfy everyone.
- Henceforth, I would hope that questions about my comments on papers come directly to me from the analyst or branch chief. I encourage such questions.
- I continue to be open to other suggestions for simplifying the review process and making it less burdensome to the analyst while still achieving the substantive benefit.
- I urge the office directors to think creatively about the use of office level publications and informal ways of getting information to regular policy consumers in a timely and useful way. I hear all too often from analysts that the office level publications have become too formalistic and that the process of getting something approved for publication in them is as complicated as for a directorate level publication. The office journals offer an opportunity for newer analysts to have the opportunity to write as well as for people to try out new ideas or concepts that may be difficult to coordinate on a directorate wide basis. I encourage the office directors to review their procedures for these publications to see if they can be made more accessible and offer analysts greater freedom in both style and substance. At the same time, I encourage office directors to make greater use of "spot reports", short typescripts and other ad hoc approaches to meeting the needs of the consumer. I believe we can use these opportunities more effectively without impinging on the formal research program and directorate level finished intelligence.

IV. Ideas That Will be Pursued

A number of suggestions have been made for ways to make life a little easier and reduce bureaucracy. I believe a number of these have great merit, even though their implementation would require action by other components, funds not now available, or a

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change in Agency regulations. Nonetheless, I intend to pursue them. These include:

- Streamlined procedures for foreign and domestic travel.



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- To assist in the development of a one-agency concept, the possibility of shorter rotational assignments in other directorates.
- Development of better physical fitness facilities. OMS is already making alterations in the existing physical fitness room at headquarters. They are also working with Logistics for the installation of a 5,000 square foot physical fitness room in the new headquarters building. I have urged for some time construction of a jogging track inside the compound. I will continue to press this but it is possible that heavy truck traffic associated with construction of the new building may make this even more dangerous now than dodging BPR trucks outside the gates.
- Review of current regulations and procedures with a view to simplification and, where possible, elimination. This is already underway under the auspices of the DDA.
- I also will provide to the DDA the list of measures to improve our physical surroundings, as submitted to me by the Management Advisory Group.

Conclusion

If the "Excellence" effort is to have any significance or meaning, the philosophy that it represents--of getting high quality work done in the most efficient way possible under circumstances that encourage the recognition of superior performance and bring greater self-satisfaction--it must become a part of the daily life of the institution. If the exercise has shown anything, it is that people at all levels of this Agency have ideas about how to solve problems. All managers need to use imagination and creativity to tap these ideas and bring them to life. By the same token, I urge those at every level not to be content just to look for problems but to contribute ideas to the solutions as well. No one need wait for a manager to ask.

As for communication, which can always stand improvement, I intend to make these newsletters more frequent, and continue my weekly meetings with branch and division chiefs and with branches, and to meet monthly with the Directorate Management Advisory Group. Moreover, I encourage all of you to feel free to communicate directly to me or to any other manager your ideas on how we can make CIA and the Directorate of Intelligence in

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particular a more productive and satisfying place to work. I encourage all directorate managers to make a part of their daily routine contact with the people in their offices and to listen to their ideas and concerns.

In CIA, and especially in this Directorate, our people are our most valuable asset. We must all look constantly for ways to improve the product, to make the work of our colleagues easier and more satisfying, and to recognize the skilled contributions of the professionals of all kinds in this Directorate. Exhortation is inadequate. Action--and action throughout the year--is the only way to give meaning to this effort and to build confidence that there is not a "we" and a "they" but only "us." The credo is a statement of aspirations; all of "us" now need to work to make it more of a reality. The measures I am announcing in this newsletter are a start.

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Robert M. Gates
Deputy Director for Intelligence

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